

Document No.	16
No Change In Class. <input type="checkbox"/>	
<input type="checkbox"/> Reason: _____	
Class. Changed for TO: _____	
Class. Changed for: _____	
Auth: HQ 70-3	
Date: 12-27-58	By: _____

~~CONFIDENTIAL~~

HR-6-5889

25X1

25X1

FEB 3 1955

MEMORANDUM FOR: Director of Training

SUBJECT : Expenses Incurred - Advanced Management Program,
Harvard Business School

1. It is requested that consideration be given to reimbursement to the undersigned (and other Agency employees who may subsequently attend this program) for some portion of the miscellaneous expenses which they will incur but for which they will not otherwise be reimbursable.
2. My total expenses attributable to attendance at the Advanced Management Program amounted to \$3,050.00. Of this I have claimed reimbursement from CIA for \$2,384.93, leaving an out-of-pocket cost to me of \$665.07. Of this sum I attribute \$373.00 as representing personal expenses, since they were incurred under circumstances wherein there was a substantial element of personal option. The remaining portion, \$292.00, represents, in my opinion, expenses which if not incurred would have made it impossible for me to fully participate in the Advanced Management Program.
3. In order to evaluate this statement it is necessary to understand how the Advanced Management Program is organized, and its underlying philosophy.
4. The basic philosophy underlying the Advanced Management Program is that the members themselves are the source of knowledge and that this knowledge can only be brought into the open and exchanged among the members by close and continuous discussion on assigned subject matter. This process is assured by assigning every man to a definite Discussion Group and, further, by placing each such group in a contiguous area in the dormitories. Thus, the process of living, working and playing as a group involves a continuous variable daily cycle from which one cannot withdraw without sacrificing the very purpose of the program. The will of the group largely determines one's daily activities and the expenses incurred.
5. Secondly, in order to bring the student body and the faculty together on intimate terms it was suggested by the Assistant Dean at the opening exercises that every Discussion Group entertain each faculty member at a dinner party. This proposal was immediately organized so that every Discussion Group jointly with a second (rotating) Discussion Group entertained each of the seven faculty members at a lengthy dinner and discussion party.

~~CONFIDENTIAL~~

6. As a member of a Discussion Group I was accordingly assessed a pro rata share of each of these dinner parties. In this connection the lowest assessment was \$10.50 and the highest was \$15.00. At an average cost of at least \$12.00, I believe that I necessarily incurred an expense of \$84.00 which should be reimbursed to me by CIA less a reasonable charge for my own meals.

7. The balance of my "unavoidable" expenses (\$292.00 less \$84.00, or \$208.00) is somewhat less tangible. It represents either my pro rata share of dinner bills incurred by groups of my colleagues at expensive restaurants or group bills which I, upon occasion, felt obligated to pick up in reciprocity. In this connection it is pointed out that my colleagues were aware of the fact that I was a Government employee and leaned over backwards to pick up the checks at expensive functions. Despite such understanding generosity, however, I do not believe any CIA employee could avoid a reasonable amount of reciprocity without social jeopardy and general avoidance of the dinners and other activities at which close friendships were made and so much experience and knowledge were exchanged.

8. In summary, the Advanced Management Program at Harvard is not a school or training course. It is an intensive and continuous exchange of ideas, experiences and thoughts among the members. To effectively benefit from the program, one must participate fully, and this can only be done with full social participation, with its attendant costs.

9. In this light, I recommend and request that:

a. The sum of \$84.00 described in paragraph 6 be recognized as a necessary official expense.

b. That consideration be given to the granting of a representation allowance to CIA employees attending the Advanced Management Program at Harvard. No specific amount is requested, but so long as Government per diem is only \$9.00 per day, an additional \$2.00 to \$3.00 per day representation allowance would enable a CIA representative to reasonably participate in group activities without embarrassment or heavy personal expense.

10. In closing, I wish to state emphatically that I anticipated that attendance at the Advanced Management Program would cost me considerable money. Even the fact that this turned out to be \$665.00 in no way alters my conviction that I have benefited tremendously by the privilege of attending the program, and the expense to me was not an excessive price to pay. I do believe, however, that CIA must take one of the following courses of action:

a. Publicize the personal cost of attending the Advanced Management Program and abandon any pretext that the selection of candidates can be on a selective basis where maximum benefit to the Agency will result.

b. Grant some form of representation allowance to CIA representatives so that they may derive full benefit from the program without excessive personal expense.

c. Abandon the Advanced Management Program as a regular part of the CIA training program, sending a representative only when a suitable applicant with ample personal funds can be located.

SIGNED


Special Assistant to the
Deputy Director (Administration)

25X11A9A

SA-DD/A:EDE:mrp (31 January 1955)

Distributions:

Orig & 1 cc to addressee

1 - DD/A Chrono

1 - DD/A Subject

1 - E.D.E.